

Inconify?
Can I? I Can!



ENGAGE
Strategies



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Overview

- The Montana Brand
- Creating New “Icons”
 - Strategy
 - Approach
 - Limitations
- Case Studies
 - New River Gorge, West Virginia
 - Maine North Woods “National Park”
 - New Bedford Whaling National Historical Park
- National Heritage Areas
- Discussion / Q&A

Montana Tourism Strategy

- Attract the first time visitor
 - Experience sells return visit
 - Marketing should focus on new customers, first time visitors
- Attract high value, low impact visitors
 - GeoTourism, defined by National Geographic
 - Tourism that sustains or enhances the geographical character of a place – its environment, culture, aesthetics, heritage, and the well being of its residents.
 - Visitor experiences that maintain a destination's sense of place and complement rather than compete with the needs of local residents
 - 55-65 million Americans

Attributes

• **STRENGTHS (in vacuum)**

- Natural beauty (Glacier, Water, Mountains)
- Open spaces
- Wildlife - diverse/abundant
- Fewer people
- Rugged perception/wild flavoring/Old West
- People (friendly, easy going, laid back)
- National parks/monuments
- Recreation/outdoors
- Unique historic and natural aspects
- Art culture and cultural opportunities

WEAKNESSES

- Remote
- Don't look like me
- Lack high touch customer service
- Unfamiliar
- Not different enough
- Perceived risk
- Inconveniences

Strengths/Competitive Advantage

• STRENGTHS (in vacuum)



• COMPETITIVE ADVANTAGE

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- No sales tax
- Canadian gateway
- Fewer people

Relevant to Target Audience

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What Montana Needs to Deliver

• FUNCTIONAL ATTRIBUTES

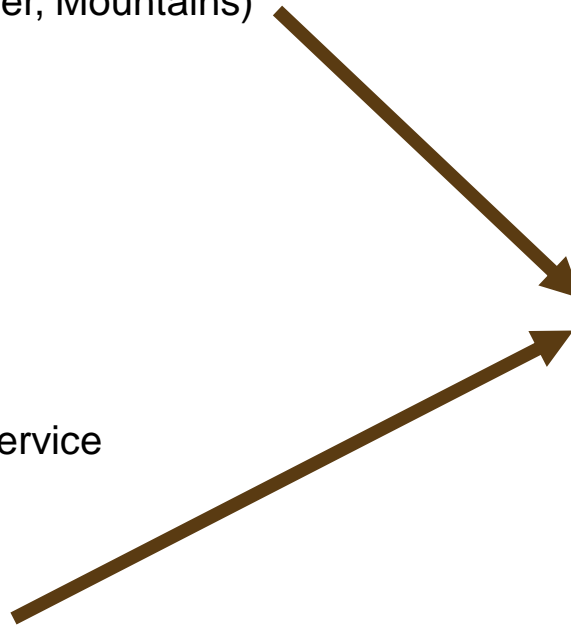
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BENEFIT BASED ATTRIBUTES

- Spirit of adventure
- Unbeaten path
- Great outdoor experience
- Comfort
- Charm
- Risk-free
- Convenience



Final Brand Platform

- More spectacular unspoiled nature than anywhere else in the lower 48 United States
- Vibrant and charming small towns that serve as gateways to the natural wonders
- Breathtaking experiences by day, relaxing hospitality at night

More spectacular, unspoiled nature than anywhere else in the lower 48

- Key Point of Differentiation
- Builds on the core strength of the Montana tourism product
- Leverages positive associations with Alaska
- Captures “spirit of adventure” “great outdoor experience” and “unbeaten path”
- Need to “iconify” 8-10 particular locations
 - Glacier NP, Yellowstone NP, Flathead Lake, Bob Marshall, Bitterroot, Continental Divide
 - Crown of the Continent is a strong start

Vibrant & charming small towns that serve as gateways to natural wonders

- ➔ Mitigates “remote” with image of pockets of visitor services
- ➔ Captures “comfort” and “charm” needs of the audience
- ➔ Shifts focus from communities as destinations to communities as gateways

Breathtaking experiences by day, relaxing hospitality at night

- ➔ Conveys exhilaration
- ➔ Both physically and/or visually breathtaking, depending on the interests of the audience
- ➔ Leverages “spectacular unspoiled nature” into a personal experience
- ➔ “Experiences” not “adventures”
 - ➔ “Experiences” is a softer, broader, more accessible than “adventures”

“Iconify” Strategy

- ➔ Deepen / extend the tourism product offering by creating additional “icons” that extend the brand
 - ➔ Additional reasons to visit
 - ➔ Stronger competitive position
 - ➔ Rationale for longer stay
 - ➔ More capacity in peak seasons
- ➔ Deeper NOT Wider
 - ➔ Must NOT dilute the brand
 - ➔ Secondary to Glacier and Yellowstone

“Iconify” Approach

➤ Spectacular Unspoiled Nature

- Flathead Lake, Bob Marshall, Bitterroot, Continental Divide
- Other?

➤ Vibrant and Charming Small Towns

- Use historical and cultural sites to enhance appeal of gateway communities
- Not a destination in and of themselves

A Lottery Ticket.....?



.....Or an Annuity?



“Iconify” Process

➤ Inventory Assets

➤ Official Designations

- Wild and Scenic Rivers
- National Register of Historic Places
- National Heritage Areas
- World Heritage Sites
- Other?

➤ Visitor Experience

- Existing versus Potential

“Iconify” Process

➔ Collaboration

- ➔ Visioning by Stakeholders
- ➔ Create Integrated Narrative
- ➔ Address Disconnected Assets
 - ➔ Overcome administrative and bureaucratic distinctions to create single entity/product

➔ Visitor Experience

- ➔ Sequential build of visitor services and experiences
- ➔ Capacity slightly ahead of demand

Process

➔ Marketing

➔ Develop long term marketing plan

- ➔ Initial audience – first adopters
- ➔ Transitional audience – define based on service development
- ➔ Target audience – based on attributes of icon

➔ Create marketing framework for all partners

➔ Sustain

➔ Create structures (formal/informal) to sustain the work over multiple decades



CASE STUDIES

New River Gorge

- 1959 - U.S. Senate Committee considers national park status as economic development tool
- 1963 – West Virginia Legislature calls for establishment of national “playground”
 - “become the greatest recreational opportunity in southern West Virginia
 - Ideal site for “hunting, float trips, boating, hiking, picnicking, camping and other recreation”
- 1974 – Bill introduced for National Park designation
- 1978 – President Carter signs bill

New River Gorge National River Area

- ➔ West Virginia Tourism Brand
 - ➔ “Wild and Wonderful”
- ➔ 70,000 acres along 53 miles of New River
- ➔ Premier whitewater rafting
- ➔ Longest steel single-span arch bridge
 - ➔ Annual Bridge Day launched 1977
 - ➔ http://youtu.be/pRgJlc_e9fg

New River Gorge National River Area



New River Gorge National River Area

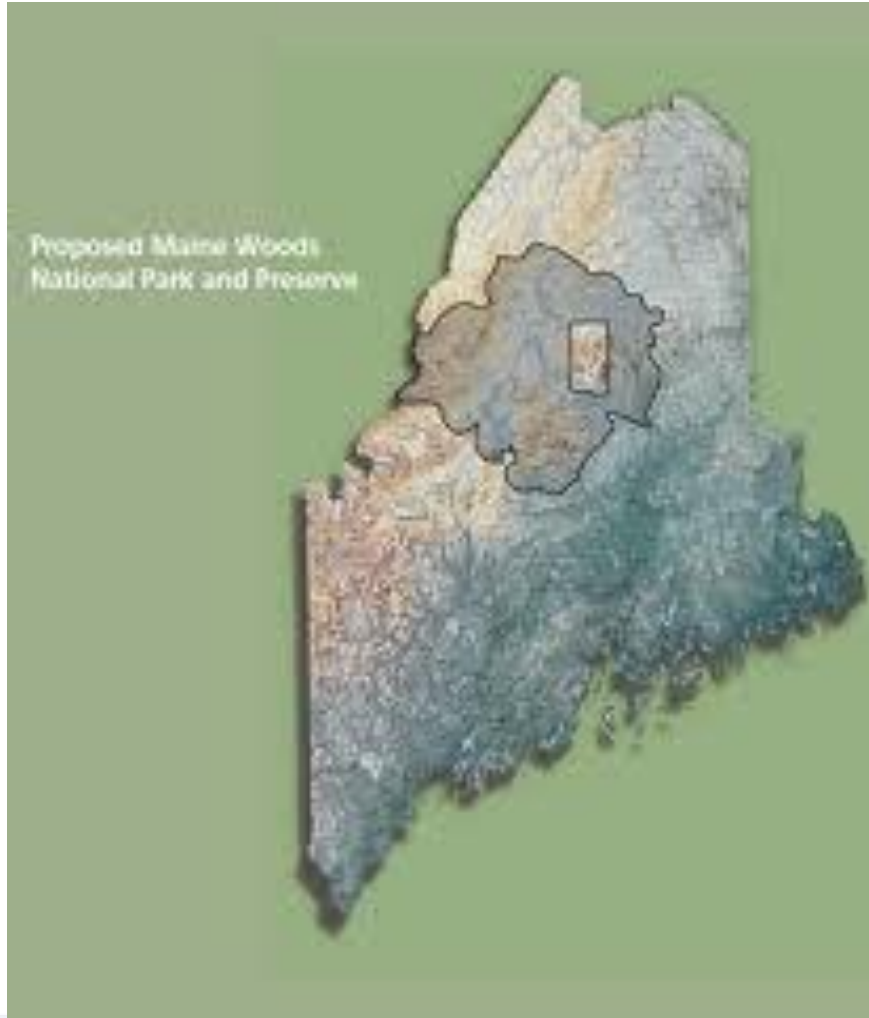
➤ Lessons Learned

- Locally driven effort drove success
- Long term process – 30+ years
- Visitor Experience largely delivered by private outfitters, retailers and small business people
- Signature event anchored identity
- Aligned with state tourism brand

Maine North Woods

- ➔ Maine North Woods National Park
 - ➔ 3.2 million acres – 15% of the state
 - ➔ Larger than Yellowstone and Yosemite combined
 - ➔ Two Wild & Scenic Rivers
 - ➔ Appalachian Trail

Maine North Woods



Maine North Woods

➔ Development

- ➔ Organizing began in 1992
- ➔ Large land purchase from paper companies by Roxanne Quimby
 - ➔ Co-founder of Burt's Bees, born in Massachusetts!
- ➔ Strong local opposition based on loss of access, hunting, fishing, snow machines, etc.
- ➔ No Congressional action to date

Maine North Woods

Bangor Daily News

Account

Blogs

Start a blog

Post News

Post Events

Subscribe

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Search

Previous story:

« What home and business owners need to know about insurance

Next story:

Bangor Hydro says equipment failure cause of power outages in Bangor area »

VIDEO

Quimby national park had powerful new opponent, official says



By Nick Sambides Jr., BDN Staff

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News Blogs Living Sports Opinion

1. 'The life': Sex trafficking survivors tell their stories ahead of Maine conference
2. Brother, sister injured when their vehicles collide in Calais
3. Donnie Smith seeks to oust both GOP candidates for Washington County sheriff
4. Victim of Down East house fire in critical condition



Maine North Woods

➤ Lessons Learned

➤ The days of John Rockefeller are gone

➤ Personalities gets in the way of the issue

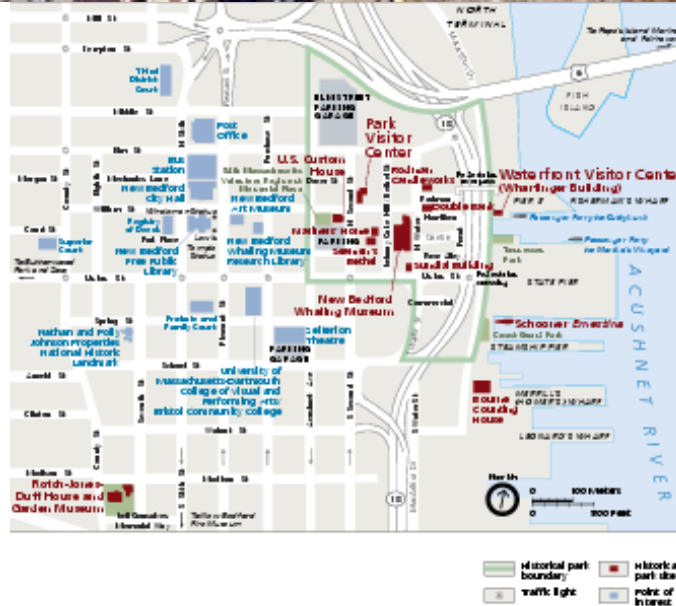
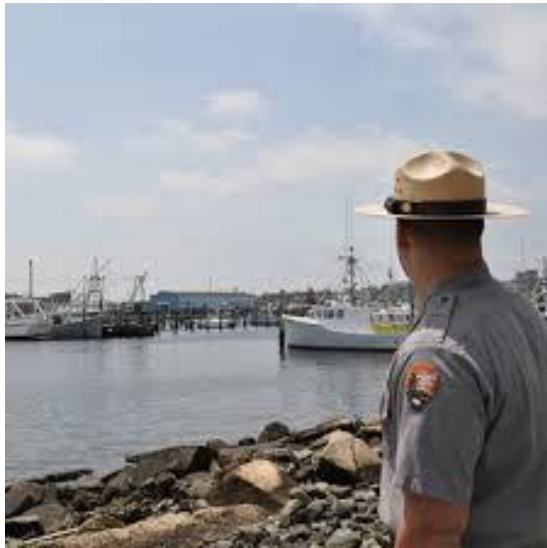
➤ Transparency is key

➤ Stakeholders must be drivers of effort, not audience to be placated

➤ Hunters, anglers, snow machine users

➤ Shaping initiative from the start, not brought in mid way

New Bedford Whaling National Historical Park



New Bedford Whaling National Historical Park

➤ Strategy

➤ Economic Development

- Replace textiles, manufacturing, fishing with tourism

➤ Capture Drive-By Traffic Headed to Cape

➤ Expectations

➤ Lowell National Historical Park

➤ Legislation Establishes Park in 1996

➤ Marketing Position - “New England’s Real Seaport”

➤ Contrast with Conn. Mystic Seaport

New Bedford Whaling National Historical Park

➤ Lessons Learned

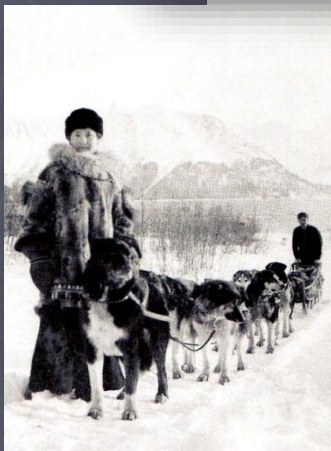
- No Silver Bullets

- Critical mass of competitors (Boston, Mystic)
difficult to overcome

- Too weak to be a destination, not truly a
gateway

- Very difficult to “brand” your way out of real
issues – crime, blight, etc

National Heritage Areas



49 National Heritage Areas in 32 States

EXPERIENCE YOUR AMERICA

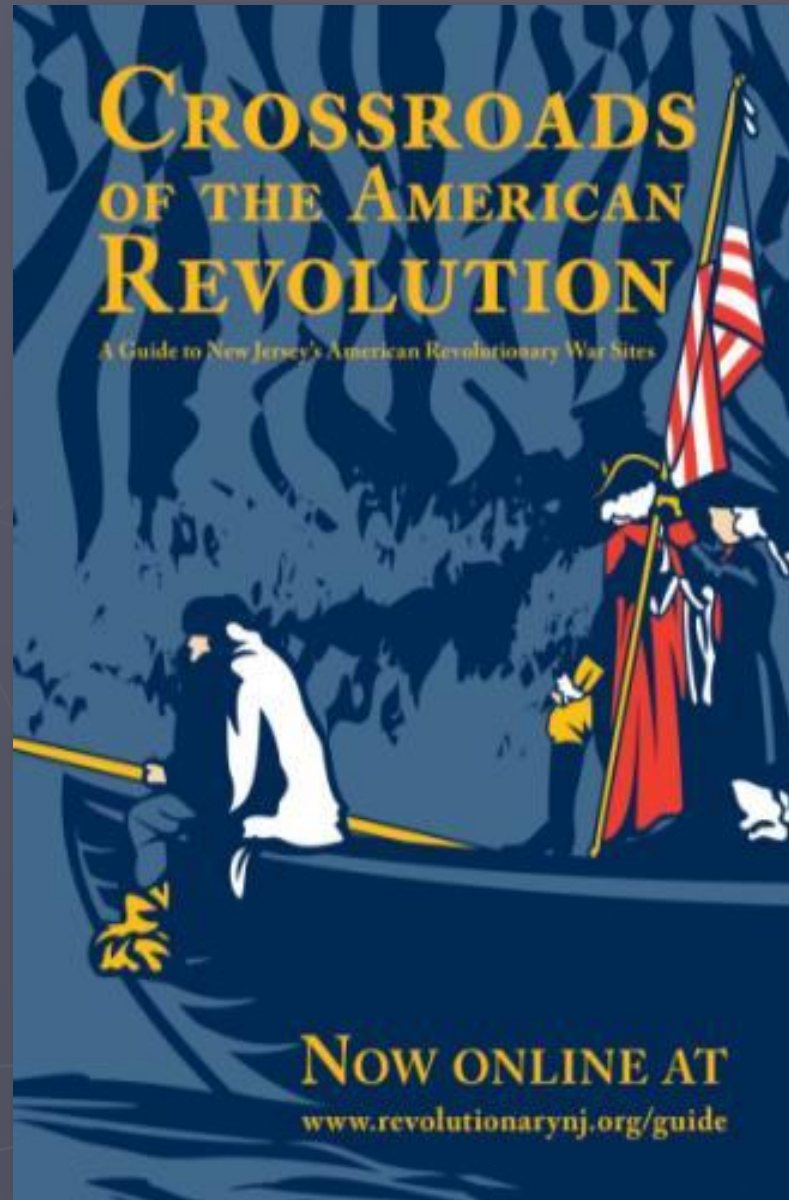
What are National Heritage Areas?

***Designated
by Congress***

***Areas with
capacity to
preserve & tell
nationally-
important
stories***



National
Heritage Areas
are places
of national
distinction...



Crossroads of the American Revolution National
Heritage Area, NJ

cultural
traditions,



Gullah Geechee Cultural Heritage Corridor, NC,
SC, GA, FL



Historically
important
resources

Erie Canalway National Heritage Corridor, NY

Outstanding scenic
beauty...



Blue Ridge National Heritage Area, NC

Recreational opportunities



Schuylkill River Valley National Heritage Area,
PA

Distinctive character



Yuma Crossing National Heritage Area, AZ

Unique natural resources



Yuma Crossing National Heritage Area, AZ



Delaware & Lehigh NHC

Historic Transportation System

Three Canals

- Upper Grand
- Lehigh Navigation
- Delaware Canal

Overland Railroads

Linkages

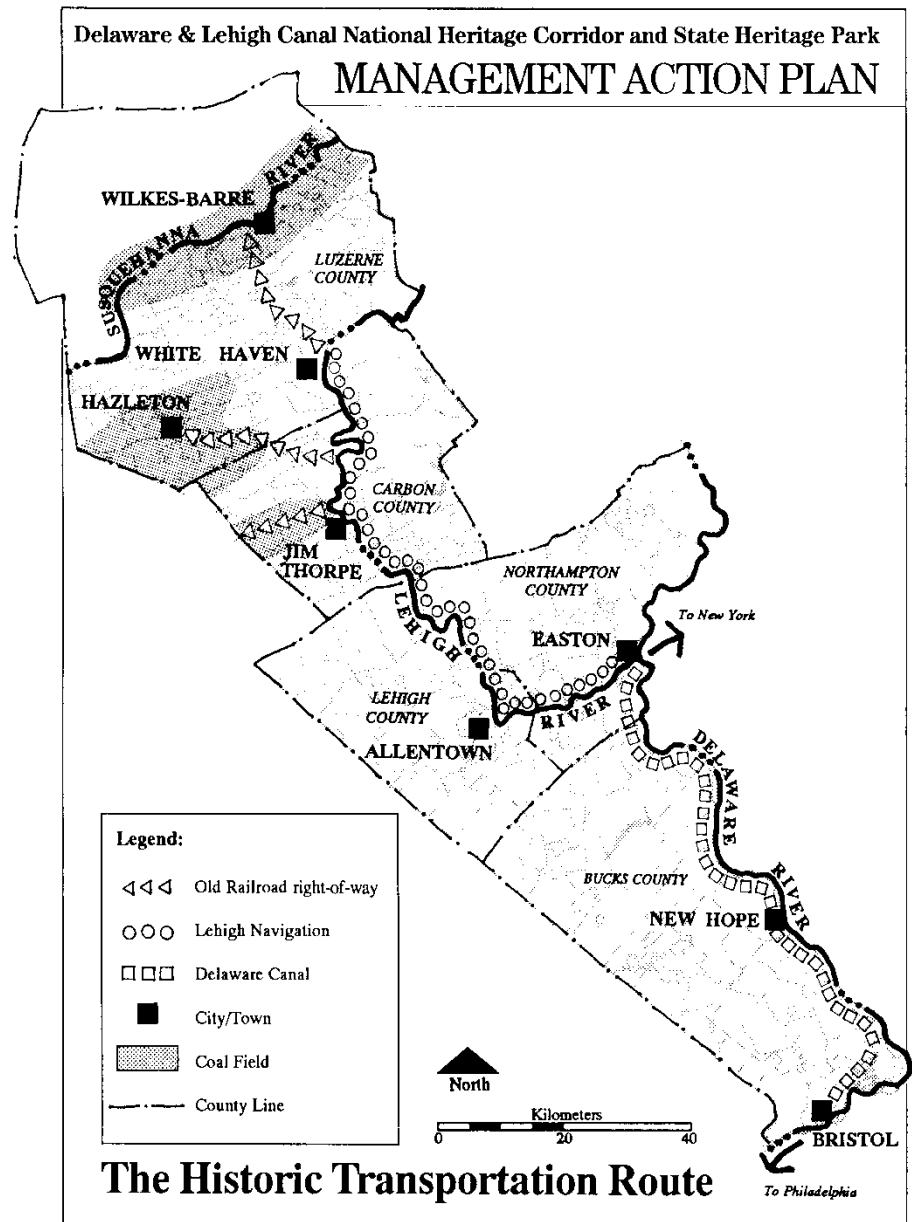


Figure 4.1



MISSION

To preserve the heritage of the communities within the D&L NHC through partnerships that conserve the resources, tell the stories and enhance the quality of life for residents and visitors.

D&L – key ingredients



The big vision
Public & balanced approach
Organizational capacity
Committed partners
Seed money
Measured risk taking
Success builds confident
Opportunities follow accomplishments
Quality and brand
Patience & time

Navigating the Corridor



A decade of progress on D&L Trail

- ▶ Public access for 155 miles
 - Acquired 35 miles R-T & canal
- ▶ 7 major obstructions
 - 3 overcome
 - 4 designed & partially funded
- ▶ Delaware Canal – rebuilt
 - Flood damage 2004 & 06
 - (damaged again in 2011)
- ▶ 28 miles of trail built
- ▶ \$15m+ in federal, state, local and D&L funds



D&L Trail projects



Telling the Stories



Tales *of the* Towpath

Adventures Along the
Lehigh & Delaware
Canals

A Delaware & Lehigh National Heritage Corridor Publication | Written By Dennis Scholl | Illustrated By Dennis Gerhart

Tales of the Towpath - development



- ▶ Committee of educators served as editors
- ▶ Curriculum & guide to state standards
- ▶ Writing, design & publication
- ▶ Traveling trunks with 19th century items
- ▶ Require teacher training

Tales of the Towpath – time line

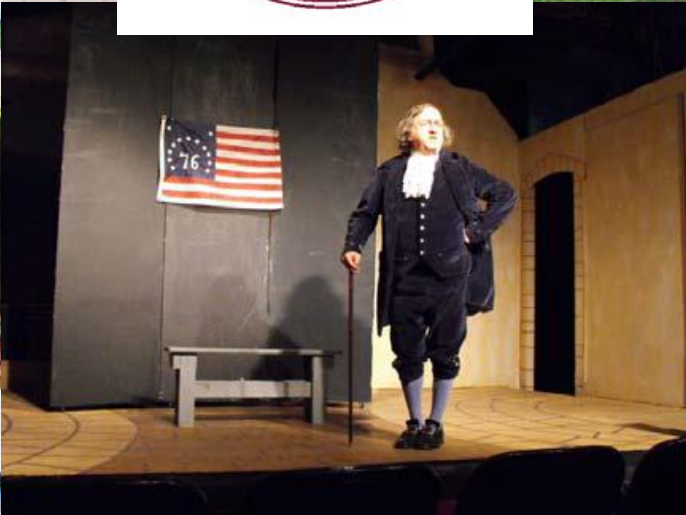
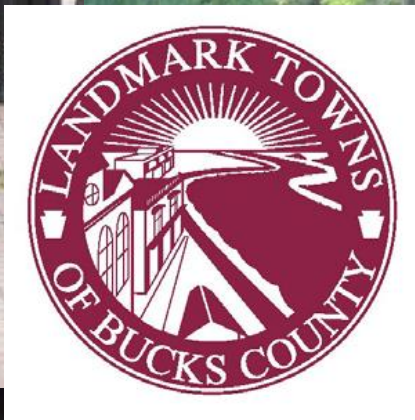


- ▶ Research, writing, etc.
- ▶ Pilot year 2007-08
 - 5 trunks in 5 districts
- ▶ Now
 - 65 trunks
 - 200+ classes
 - 5500 – 4th graders



D&L Market Town projects





Comprehensive signage

- ▶ Gateway
- ▶ Directional
- ▶ Interpretive

Designed to meet travelers' needs



For the source of
the appropriate
management plan



Environmental restoration





Delaware & Lehigh NHC & Lehigh Gap WEC

**U.S. Department of Interior
Cooperative Conservation Award
2006**

Conservation Landscape Initiative

- ▶ PA DCNR
- ▶ 15 key partners
- ▶ Greenway goals:
 - Land Conservation & restoration
 - Outdoor recreation
 - Trail connections
 - Town enrichments
 - Education & outreach



Volunteers – Trail Tenders



The road ahead for D&L?



- Complete spine
- Educational programs
- Serving to partners & members
- Strengthen anchoring partners role
 - NPS
 - PA DCNR
- Sustainable funding
 - Public & Private



DISCUSSION / Q&A